



Maine Management Service

NEWSLETTER

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Excellence as the standard in Maine State Government

It's Coming...

Maine Management Service commences on July 1

Eligible confidential managers will become members of the Maine Management Service on July 1, 2002.

The Maine Management Service is the State's cadre of senior government managers. It is created for confidential managers with significant responsibility for the management of government programs and operations.

"The Maine Management Service will make managers in Maine State Government the best in the country; it is one of the achievements that the Governor is most proud of."

–Kay Rand, Governor's Chief of Staff

The Maine Management Service provides new opportunities for managers, including:

- **Recognizing Public Service Leadership:** a service corps of top managers the paramount qualifications for which are excellence in 10 leadership competencies.
- **Preparing Managers to Lead:** leadership and professional development opportunities, including mentoring and job shadowing programs, among others
- **Hiring the Best of the Best:** greater flexibility and competency-based techniques in recruitment and selection
- **Recognizing what Managers have in Common:** a new position classification system that reduces the number of job titles for confidential managers from 300 to 9
- **Encouraging Movement within State Government:** succession planning, career development, and job referral services within state government

New MMS Logo: We are pleased to unveil MMS' new logo in the masthead of this newsletter. It depicts the vision of MMS – excellence in leadership!

MMS Membership

Not all confidential employees will be members of the Maine Management Service. There are almost 1,200 “confidential” positions in state government, about half of which will likely become members of the Maine Management Service.

Chapter 15 of the Civil Service Rules, which establishes the Maine Management Service, defines members as confidential employees *who are managers*. A “manager:”

- formulates statewide policy or directs the work of an agency or agency subdivision;
- administers one or more statewide policies or programs for an agency or agency subdivision;
- has substantial responsibility in personnel administration, legislative relations, public information;
- prepares and administers budgets; or
- provides consultative services on significant matters to agency management and regularly exercises independent judgment on important matters affecting the agency’s operations, policy development, or its relationship with other branches of government or its constituents.

The membership of appointed executives to the Maine Management Service is automatic.

MMS Classification

On July 1, confidential managers will be classified into one of three position specifications depending on responsibilities and job functions:

- Public Service Executive
- Public Service Manager
- Public Service Coordinator

The new classification plan recognizes what managers have in common. Every employee’s salary grade and step will remain the same. Job titles will also remain the purview of agencies. The responsibility for administering the MMS classification plan will be delegated to agencies. BHR will work with agencies to ensure consistent application of merit principles.

MMS Key Events

- Departmental Briefings.
- Briefing Series for MMS members.
- Membership Information Packets mailed to all MMS Members.
- MMS Commencement Event, Keynote by Governor King.

* Dates to be scheduled for Summer 2002



Maine's 10 leadership competencies are the standard for excellence in state government. These include: integrity, effective communication, supportive coaching, vision, analytical thinking, systems thinking, creativity, customer focus, results-orientation, and sound judgment. In this series, we illustrate a different competency in each issue. This month we focus on integrity.

Effective leaders model integrity by...

- Building trust through demonstrating ethical behavior and personal authenticity.
- Requiring and supporting behaviors consistent with Maine state government’s values and confronts behaviors that are not consistent.
- Taking personal accountability for results or mistakes by openly admitting a mistake and not placing blame.
- Representing self and others accurately and fairly, without bias or prejudice.
- Selecting and rewarding employees who demonstrate integrity in the face of adversity.

Integrity fosters trust...

Four out of ten newly-promoted managers fail within the first 18 months in their new positions. The single biggest reason for their failure, according to research: “They fail to build trusting partnerships with subordinates and peers.”

—The Manchester Group

What's Happening?

Tremendous response to Mentoring Program.

Public sector executives who we asked to serve as mentors to state government managers have not only agreed, but have agreed enthusiastically. We are thrilled with the quality of MMS mentors.

In April, MMS held an informational session for prospective mentors. Governor King told mentors that mentoring is a demonstrated method for developing leaders and will help the state address an anticipated turnover of 50% of the state's managers in five years.



Governor King speaks to prospective mentors

The formal mentoring relationships begin on July 1st. The program was developed for graduates of the Maine Leadership Institute as a career development tool.



Commissioner Waldron encourages mentors to participate

**Coming Next Issue...
MMS is Here!**

Developing state leaders remains a priority. The Administration remains committed to enhancing leadership competencies of senior managers through the Maine Management Service. Nevertheless, we must all tighten our belts. The Office of Training and Development, which coordinates the MMS, is working to reduce program costs while maintaining high quality. The Office is looking for no cost or low cost venues for programs and intends to introduce and adopt a number of other cost-cutting measures. The current budget situation underscores the need to continue leadership development training so that managers can:

- * Think strategically and initiate needed change;
- * Support, motivate, and inspire others;
- * Communicate effectively in all directions;
- * Take calculated risks;
- * Mentor and coach others;
- * Manage for results and change; and
- * Drive all decision-making with a customer focus.

HR Briefing: A May 28 briefing & planning session for state human resource managers will help plan future activities and needs of the HR community as they become key consultants to their agency under MMS. Priorities include strategic HR/succession planning; recruitment and retention programs and policies; leadership development, change management, etc. For more information, contact Cheryl Ring at cheryl.e.ring@state.me.us.

Planned Events for HR Professionals:

- Competency-based Interviewing: May 29, July 16
- HR Leadership Institutes: June 17-8 and June 24-25
- HR Briefings: Every other month beginning in July

College courses for state employees. 80% of state employees responding to a recent survey said they would be interested in college credit courses and certificate programs offered through UMA at the Cross Office Building in Augusta. The Office of State Training is working with the University of Maine at Augusta. Look for more on this soon!